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ABSTRACT

An exploratory investigation of police promotional examinations was made in an attempt to improve the testing procedures that were in use. A primary goal of the study was to identify a pool of performances (tasks, behaviors) of police sergeants, lieutenants, and captains that might serve as referrents for job-related test items for promotional examinations for those ranks. A separate booklet of behaviorally stated objectives was prepared for each rank. A six-point frequency scale and a five-point importance scale were provided. A sample of 10 communities was selected for study, with full-time police officers from more than 100 to less than 50. Each behavioral objective was evaluated by men presently serving in the rank and also by men below the rank and above it. Completed forms were received from 8 of the 10 police departments. A two-way analysis of variance with unequal cell frequencies was used to analyze the frequency and importance ratings of each item for each form. The results are tabulated and discussed. (DB)

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AN EXPLORATION OF BEHAVIORAL OBJECTIVES FOR POLICE PROMOTIONAL EXAMINATIONS IN NEW JERSEY

Leo S. Goldstein, Ph.D.

July 1973

EDUCATIONAL TESTING SERVICE
PRINCETON, NEW JERSEY

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Final Report

Study Conducted

for

Department of Civil Service

and the

State Law Enforcement Planning Agency

State of New Jersey

by

Educational Testing Service
Princeton, New Jersey

Project Director: Leo S. Goldstein, Ph.D.

July, 1973

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Rob Patrick supervised the processing of the data from punching through printout; Pat Fisher handled the typing and secretarial chores with her usual acumen; Linda Staples assisted in the distribution of forms and the coding of returns. My thanks to all three.

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An Exploration of Behavioral Objectives for Police Promotional Examinations in New Jersey

Introduction

In those New Jersey communities which use civil service procedures, promotion to the ranks of police sergeant, lieutenant, and captain is based primarily on the results of a written examination; seniority or oral examination each contribute less than 30% of the final grade. Although no formal attempt has been made to use test items which are based on a job or task analysis, expert opinion is obtained on the content and face validity of the items which are selected. Men from jurisdictions all over the state are tested with the same instrument; no special consideration, in terms of test content, is given to variations in community size or the number of men in the police complement from which the examination candidate comes.

The State of New Jersey Department of Civil Service and the State Law Enforcement Planning Agency directed Educational Testing Service to undertake an exploratory investigation of police promotional examinations in an attempt to improve the presently used testing procedures. A primary goal of this exploratory study was to identify a pool of performances (tasks, behaviors) of police sergeants, lieutenants, and captains which might serve as referrents for job related test items for promotional examinations for these ranks. As a step toward fulfilling this objective, the initial proposal contained a design for a "pilot" task analysis of a limited sample of police officers at the three ranks in large,

medium, and small-sized communities in the state. This proposed procedure would have been fairly expensive in terms of man/hours consumed for the amount of information gained.

Fortunately, a body of information developed earlier by ETS personnel for a study of police promotion procedures in New York City was available. The final report of that study (1) contains job descriptions of the ranks of sergeant, lieutenant, and captain based on a job/task analysis of 108 officers. Although the activities described are based on observations of a relatively small sample they do supply us with a core of behaviors which can be examined in other settings.

Behavioral Objectives Workshop

The job descriptions mentioned above were reformulated into statements of behavioral objectives by Richard Thornton and Raymond Wasdyke of ETS. For each task of the job description, the condition, performance, and extent were stipulated. The condition is a statement of the setting in which the performance or behavior takes place. The extent states the criteria for evaluating the efficacy of the performance. Separate booklets were prepared for each rank, using this format.

For the first rough screening of the pool of behaviorally stated tasks, a two-day workshop of present and former police officers from communities differing in size was convened by Messrs. Thornton and Wasdyke at ETS. The participants (see Appendix) were asked to read and discuss each triad of condition, performance, and extent which

had been prepared for each task so that a determination could be made as to whether or not it should be retained, changed, or eliminated. Those statements for which there was general agreement that the task is not performed by the officer of the specified rank were eliminated. If at least one representative of a police jurisdiction indicated that the task is performed by the specified rank, the statement was retained. Changes in wording were incorporated according to suggestions of the participants. Several new triads were constructed to cover behaviors which had not been previously included but which, on the basis of the participants' suggestions, should have been. As a result of the workshop discussions, a separate booklet of behaviorally stated objectives was prepared for each rank. For the sergeant's form, 40 statements were included; 34 for the lieutenant's form, and 37 for the captain's. Space was allotted alongside each performance listed in the booklet for the respondent's rating of its frequency and importance. A six-point frequency scale and a five-point importance scale were provided (see Appendix). Note that in both scales there is an inverse relation with the quantity or quality of the factor being evaluated.

Design of the study

The size of a police complement is related to the size of the community in which it operates. The number of men in a police department and its geographical location within the state may in turn be determinants of the kinds of activities engaged in by men

of a specified rank. Therefore, in order to allow for these variations, a sample of ten communities was selected for study. These communities range in size from over 100,000 to less than 10,000 and in number of full-time police officers from more than 100 to less than 50. Geographically, they are located as far north as Hackensack and as far south as Lakewood. Table 1 lists the selected communities and some of their characteristics. The chief of police or his surrogate was contacted, in each community, and his agreement to have his jurisdiction participate in the study was obtained before any materials were sent.

In order to view each rank from a number of perspectives, it was decided to have each behavioral statement evaluated not only by men presently serving in the rank but also by men below the rank and above it. In other words, the sergeant's form was to be evaluated not only by sergeants but also by patrolmen and lieutenants; the lieutenant's form by sergeants, lieutenants, and captains; the captain's form by lieutenants, captains and deputy chiefs or chiefs. According to the size of the police complement, sufficient numbers of booklets were prepared for evaluation by approximately five men at each rank. A cover sheet for the identification of the rater's community, community size, size of police force, and rank accompanied each set of booklets. In addition, instructions, codes, and examples of appropriate responses were included (see Appendix).

Results

Completed forms were recieved from eight of the ten police departments which had been selected for study. The number of forms evaluated, for each rank, by community size and evaluator's rank are given in Table 2.

Two-way analysis of variance with unequal cell frequencies was used to analyze the Frequency and the Importance ratings of each item for each form. This analysis was intended to isolate and identify four sets of items within each form: 1) items yielding no significant main effect or interaction effect, i.e., those items whose average ratings do not differ significantly as a result of differences in community size or differences in evaluator's rank or the interaction between community size and evaluator's rank, 2) items which produce significant differences in average rating as a result of community size differences, 3) items which produce significant differences in average rating made by evaluator's of different ranks, and 4) items which produce a significant interaction effect as a result of some unique combination of community size and evaluator's rank.

Instruments A. Police Sergeant, B. Police Lieutenant, and C. Police Captain in the Appendix indicate the set(s) to which each item belongs according to the analysis of its ratings of Frequency and of Importance. Those items in the first set, i.e., non-significant, are identified by "n s" in either or both columns. CS indicates a significant effect due to community size. R represents a significant

effect of the evaluator's rank while CSxR indicates a significant interaction. For those items that produce a significant effect, the level of statistical significance* is also indicated. An "n s" item will not be part of any other set. However, an item with a significant main effect or interaction may be in one, two, or three of the "significant" item sets.

A. Police Sergeant

1. Non-significant items. Twenty-two items yield non-significant mean ratings for Frequency; 19 are non-significant for Importance. Of these, 14 items are non-significant for both factors. This pool of items describes behaviors of police sergeants which are unrelated to the community size in which the officer works and which are perceived as having the same frequency and/or importance by patrolmen, sergeants, and lieutenants. The mean ratings (Table 3a) range from 1.2 to 4.7 for Frequency and from 1.4 to 3.3 for Importance.# In essence, these behaviors cover a broad range of activities varying widely in frequency of occurrence and in estimated importance. Promotional examination items based on knowledge related to these tasks would provide a general job-related core.

2. Significant CS effect - Frequency. Fourteen items yield significant differences in mean Frequency rating related to community

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* That is, the probability that the obtained differences are due to chance.

The codes for Frequency and Importance are such that lower ratings represent greater frequency or importance and higher ratings indicate that these factors are less applicable. This should be kept in mind in reference to the findings in Tables 3, 4, 5, and 6.

size (Table 4a). The column headings for CS represent: 1 - Communities of fewer than 10 thousand, 2 - between 10 and 50 thousand, 3 - 50 to 100 thousand, and 4 - more than 100 thousand.

In jurisdictions located in communities of 50 to 100 thousand, the sergeant calls the roll much less frequently than in larger and smaller sized communities (Item I A P3). He also verbally communicates to his men important information about alarms and present conditions less often than do sergeant's in other sized communities (I A P5). The task in II P5 is performed significantly more often.

Sergeants in communities of fewer than 10 thousand perform, less frequently than their peers in larger communities, the tasks described in I B P2, I D P1, I D P3, II P1, II P5, and III P3.

In the largest communities, those with more than 100 thousand people, police sergeants perform, more frequently than their peers in smaller communities, tasks I A P1, I D P3, IX P2, and IX P8.

3. Significant CS effect - Importance. Items I A P2, I A P3, and I A P5 (Table 4a) are rated significantly lower in importance by police officers in communities of 50 - 100 thousand. Item II P5 is rated significantly lower in importance in communities of fewer than 10 thousand. This may be related to the findings that this item also is rated as being performed less frequently in the smaller communities. The supervision by the sergeant of men primarily concerned with traffic control (Item VII) is rated significantly as more important, in the smallest communities.

In summary, there are a wide variety of activities performed by sergeants which occur with greater or lesser frequency and are of

greater or lesser importance depending on the size of the community in which the police jurisdiction is located. Promotional examination items related to these tasks should make allowance for the observed discrepancies.

4. Significant R effect. Reading current records on stolen vehicles, wanted persons or property (Item I A P2) is an activity which patrolmen rate as occurring less frequently and as being less important when compared with the ratings made by sergeants and lieutenants (Table 5a). The same holds true for Item IX P2 which relates to the sergeant's training of men in interrogation techniques. I A P5 also is viewed by patrolmen as occurring significantly less often.

Sergeants, on the other hand, rate Item I D P2 as a behavior which they perform more often than the ratings by patrolmen and lieutenants would indicate. Conversely, sergeants see themselves as performing less frequently than the other two ranks say they do the task described in Item V.

Differences in Frequency and Importance, of lesser statistical significance, due to evaluator's rank are produced by several other items.

5. Significant CSxR effect. Interaction effects are often difficult to interpret but that for Item I A P5 (Table 6a) for both Frequency and Importance evidently is due to the ratings made by patrolmen in communities of 50 - 100 thousand. These men consider this task as occurring less frequently and as being of lesser

importance than do their peers. Items I A P[illegible], I B P1, and I D P4 are not as clear cut; more than one cell appears to be contributing to the interaction effect.

B. Police Lieutenant

1. Non-significant items. Eighteen items yield non-significant differences in both Frequency and Importance ratings. Four items are non-significant for Frequency alone while seven are non-significant only for Importance. The tasks described by these items may form the nucleus of a set of promotional examination items for lieutenants which are generally applicable to jurisdictions within the state. The average ratings for these items range across both scales (Table 3b).

2. Significant CS effect. The lieutenant's role in the supervision of the handling of impounded narcotics (Item I D P3) is viewed differentially by police officers in communities of different sizes (Table 4b). It is rated as occurring less frequently in communities of 10 to 50 thousand and more frequently in communities of more than 100 thousand. A similar effect holds true for the Importance rating.

The assignment by the lieutenant of personnel to interrogate suspects (Item II A P5) occurs less frequently and is regarded as of lesser importance by police officers in communities of 10 to 50 thousand.

The task described in I A P3 is performed more frequently in communities of 50 thousand and over while the task of I E P4 is

performed less often by lieutenants in these communities. Lieutenants in the smallest communities perform I E P3 significantly more often.

When a major crime is in progress the lieutenant may proceed to the scene to determine the overall picture and what action has been taken. This behavior (III C P1) is rated as significantly more important by police officers in communities under 10 thousand and as significantly less important by police officers in communities of 50 to 100 thousand.

3. Significant R effect. Only three items on the lieutenant's form produce a significant (at the 05 level) R effect (Table 5b). Lieutenants apparently believe they perform the task described in I E P2 more frequently than sergeants and captains think they do. The same obtains for III B P2. Verifying statistical reports (III B P1) and using them to establish "spot maps" (III B P2) are tasks judged by lieutenants to be more important than either sergeants or captains deem them.

4. Significant CSxR effect. There is apparent disagreement among the superior officers in communities of less than 10 thousand about the frequency with which the lieutenant activates the civil defense plan (I E P4) given an unusual occurrence in the jurisdiction. The captain rates it at the highest point on the scale while lieutenants and sergeants say it is a task not performed by the lieutenant (Table 6b). For the same condition, the task described in I E P1 puts the captain and lieutenants on the same side against the sergeants'

evaluations of the frequency with which the lieutenant performs this task. For both items, the ranks in larger-sized communities are in less disagreement about the lieutenant's behavior.

Sergeants in the smallest sized communities evaluate items I B and I D P1 as being of less importance than estimated by lieutenants and captains in these jurisdictions. Again, there is greater agreement among the ranks, in larger communities, on the importance of these tasks.

C. Police Captain

1. Non-significant items. Of the 37 items in the captain's form, 23 show no differences among communities or ranks in Frequency ratings and 27 are not significantly different in Importance.* Nineteen of these items are non-significant for both Frequency and Importance. The mean ratings (Table 3c) range from 2.2 to 5.7 in frequency and from 1.5 to 4.6 in importance.

2. Significant CS effect. Two items yield a CS effect which is significant beyond the .001 level for both the Frequency and Importance ratings. The officers in the smaller jurisdictions rate I B as a task performed less frequently and of lesser importance (Table 4c). This item relates to the development and maintenance of morale and discipline. The captain's use of staff meetings to keep himself and his personnel informed is more frequent and is considered more important in departments in the largest communities.

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* The Importance ratings of one of the items, III A, could not be analyzed because of missing data.

Communication between the captain and his personnel is also at issue in I J P2. The preparation of informational memos is used more often and is considered more important in the largest communities. In this instance, officers in communities of 10 to 50 thousand react in the same fashion.

I F, I H and III A show Frequency differences between communities at a fairly high level of significance. This is also true for the Importance ratings of I C, III E, IV D P5, V A, and VII P1.

3. Significant R effect. Three items yield F ratios which are significant at only the 05 level (Table 5c). Captains evaluate the frequency and importance of meeting with community groups for discussion and planning of police-civilian relations at a lower level than either lieutenants or chiefs do (Item V A). The same holds true for the Importance rating of I D.

4. Significant CSxR effect. Three items show a significant interaction for Frequency; one is at the 01 level (Table 6c). This is item III B which concerns the captain's review of events which have transpired since his previous tour. Lieutenants in the smallest jurisdictions see this behavior as occurring less frequently than do other officers in their own and in larger departments.

Discussion

The major objective of this study was to explore a collection of behaviorally stated tasks performed by police sergeants, lieutenants, and captains, in order to identify those which apply generally to police jurisdictions regardless of size and those for which

community size produces a differential effect. The results described above point to the successful attainment of this goal.

A sub-set of tasks which show no intercommunity differences has been isolated and described for each rank. Other sub-sets of tasks which do produce differences related to community size or to evaluator's rank have also been identified. The responses from the police officers of eight departments which provided the data for this study have shown that the methods of data collection and data analysis which were used do produce meaningful results. However, since the ultimate goal is to develop promotional examination items based on these tasks it will be necessary to replicate the study with a larger sample.

The sample for the replication study should be larger in two respects: the number of respondents within each jurisdiction should be increased and the number of jurisdictions sampled should also be greatly extended. Specifically, jurisdictions from the southern and western parts of the state should be more heavily sampled than they were in the present study.

Except for relatively few items within each form, perception of the frequency and importance of these tasks is unaffected by the rank of the observer. Future sampling might therefore concentrate more heavily on obtaining men in the specific rank to which the items pertain. The main effect of rank and the CSxR interaction might then be eliminated from the analysis.

The results of the replication will then produce two pools of behavioral items: 1) those unrelated to community size and

2) those for which community size is differentially significant. The tasks which are generally applicable would be examined in terms of their average Frequency and Importance ratings. Both of these factors would have to be considered in selecting the behaviors on which a nucleus of promotional exmmination items would be constructed. The content of these items would, of course, be task related. Item format, however, would be at the discretion of item development technicians. The format developed for and described in the final report of Phase III of the ETS study referred to earlier should be considered as one possible approach.

Those behaviors which yield differences related to community size will have to be examined separately. Promotional examination items based on these behaviors would have to be utilized differentially, according to the results of the replication study. It is feasible that "tailor made" promotional examinations will be available for applicants from communities of different size so that the content is a "fair" reflection of the officer's job as it is performed in different jurisdictions.

Reference

1. Educational Testing Service, Development of Improved Examination Procedures for the Promotion of Police Officers in New York City, Final Report Phase III of Study Conducted for Department of Personnel City of New York. Educational Testing Service, Princeton, New Jersey June, 1972.

Appendix

Police Promotion Workshop

Participant	Organization
Lt. Henry G. Cunninghame	Plainfield Police Department
Lt. William Hullfish	Lawrence Twp. Police Department
Chief (Ret.) Peter J. McCrohan	Princeton Police Department
Capt. Michael Prisco	Lakewood Police Department
Chief William S. Seabridge	Lawrence Twp. Police Department
Capt. Leon H. Smith	Trenton Police Department
Lt. William Sommeling	Dover Twp. Police Department
Robert Maurer	N. J. Department of Civil Service
Samuel Barnett	Educational Testing Service
Leo Goldstein	Educational Testing Service
Linda Staples	Educational Testing Service
Richard Thornton	Educational Testing Service
Raymond Wasdyke	Educational Testing Service

POLICE BEHAVIORAL OBJECTIVES STUDY

1. Name of community or jurisdiction _____

2. Population:

   less than 10,000 ___

   10,000 - 25,000 ___

   25,000 - 50,000 ___

   50,000 - 100,000 ___

   over 100,000 ___

3. You consider your community to be:

   Rural ___ Suburban ___ Urban ___

4. Total number of full-time police officers in jurisdiction:

   less than 20 ___ 50 - 99 ___

   20 - 49 ___ 100 or more ___

5. Your rank:

   Patrolman ___

   Detective ___

   Sergeant ___

   Lieutenant ___

   Captain ___

   Inspector ___

   Deputy Chief ___

POLICE BEHAVIORAL OBJECTIVES STUDY

During their tours of duty, police officers of all ranks perform a variety of actions or behaviors. For the purposes of this study, we are interested in those actions and behaviors which sergeants, lieutenants, and captains may perform as part of their duty.

Each action takes place within a specific context under specified circumstances which are referred to, in the following material, as the Condition. Certain criteria may be used as standards for evaluating the action or Performance; these standards are termed the Extent.

INSTRUCTIONS

On the following pages, you are given the applicable Condition and Extent for each Performance which an officer of the specified rank may perform during a tour of duty. For each Performance, you are to indicate its Importance as a police function and the Frequency with which it is performed by an officer of the specified rank (sergeant, lieutenant or captain), within your own jurisdiction, under the stated Condition and to the given Extent.

In assessing the Frequency and Importance of each Performance, use the following codes.

FREQUENCY

1 Performed at least once during each tour of duty
2 Performed less than once per tour but at least once a week
3 Performed less than once a week but at least once a month
4 Performed less than once a month but at least once a quarter
5 Performed less than once a quarter
6 Not performed by this officer

IMPORTANCE

1 Of greatest importance
2 Very important
3 Moderately important
4 Of little or no importance
5 Not applicable because not performed by this officer

(Keep this page available for reference while making your judgments)

EXAMPLE

Condition: Given a roll call at beginning of a tour of duty.

Extent: Squad or platoon meets minimal departmental standards of appearance; men are fully equipped.

Performance:

		Frequency	Importance
	The sergeant:		
P1:	Inspects men for proper carrying of firearms.	1	1
P2:	Inspects men for uniform and appearance.	1	2

NOTE

If a Performance is not performed by the specified officer its Frequency is coded as 6 and Its Importance as 5. Frequency codes 1 through 5 must be associated with an Importance code of 1, 2, 3 or 4.

Instrument A

I A. Condition: Given a group of police officers prepared for work at the beginning of a tour.

Extent: Men turned out meeting appearance standards and fully understanding day's assignment.

Performance:

	Frequency	Importance
The sergeant:		
P1: Records current day's assignments in his memo book and compares with original.	CS 02	n s
P2: Reads current records on stolen vehicles, wanted persons or property.	CS 05 R 01	CS 001 R 01
P3: Calls roll verifying presence of each man and questioning understanding of assignments.	CS 001 R 02	CS 01
P4: Inspects men for appearance and equipment.	n s	n s
P5: Verbally communicates important information about alarms and present conditions.	CS 01 R 001 CSxR 01	CS 01 CSxR 05
P6: Meets with sergeant going off duty to discuss present conditions.	n s	CSxR 01

I B. Condition: Given a group of police officers assigned to a zone or sector for a tour, the sergeant cruises the zone or sector

Extent: Police officers adequately perform duties with good supervisor/subordinate relations.

Performance:

	Frequency	Importance
The sergeant:		
P1: Observes and acts on signs of unlawful activities, police or public hazards or need for assistance.	n s	CSxR 01
P2: Observes police officers in the performance of their duties.	CS 01	n s

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(continued on next page)

Performance:

	Frequency	Importance
The sergeant:		
P3: Monitors radio calls checking group's response and deciding which require his personal response.	n s	n s
P4: Advises police officers on proper course of action on unusual, uncommon or potentially dangerous incidents.	n s	n s

I C. Condition: Given all written reports of police officers.

Extent: Factual (people, data, things) content, 100% accurate; opinion content clear and identified as such.

Performance:

	Frequency	Importance
The sergeant:		
Reviews content for adequacy and accuracy.	CSxR 05	CS 05

I D. Condition: Given a group of police officers assigned.

Extent: Police officers adequately perform duties with good supervisor/subordinate relations.

Performance:

	Frequency	Importance
The sergeant:		
P1: Exercises leadership, control and discipline.	CS 01	CS 05
P2: Discusses men's performance strengths and weaknesses with them.	R 01 CS 01	n s CS 05
P3: Applies equal standards to all.	R 02	
P4: Handles poor performance by a variety of actions ranging from recommending additional instruction to initiating formal charges.	n s	CSxR 01

II. Condition: Given calls for police service within the sector covered by the group.

Extent: Correctly decides (1% to 2% room for error) on tasks of subordinates in crisis situations, committment of manpower and calling additional assistance.

Performance:

	Frequency	Importance
The sergeant:		
P1: May respond to and assume direction of the police officers on the scene.	CS 01	n s
P2: May initiate search, interrogate witnesses, broadcast description of perpetrator and call in specialized units, for crimes in progress.	n s	CS 05
P3: May isolate crime scene and keep witnesses separated, for serious crimes.	n s	n s
P4: May initially determine manpower needs and arrange assistance, for natural disasters.	n s	CS 02
P5: May either arrange evacuation or explain alternatives to person in charge, for bomb scares.	CS 001	CS 001 R 05
P6: Makes preliminary investigations of any injured on duty.	n s	R 05
P7: Makes preliminary investigations of police vehicular accidents.	n s	n s

III. Conditions: Given business establishments and other sites within a sector.

Extent: Monitoring activity when other work permits. Standard is crime incidence.

(continued on next page)

Performance:

	Frequency	Importance
The sergeant:		
May review, spot check and report on appropriate forms for certain locations including		
P1: All licensed premises,	n s	n s
P2: Locations where public morals laws seem to be violated,	n s	n s
P3: Location frequented by known gamblers or other suspicious persons,	CS 01 R 02	R 05
P4: All schools,	n s	n s
P5: Construction sites.	n s	n s

IV. Condition: Given certain written communications or complaints from the public assigned to him by superiors.

Extent: Assignment correctly interpreted and resolved with minimum police investment.

Performance:

	Frequency	Importance
The sergeant:		
Interviews the parties concerned, attempts resolution and/or makes proper referrals for non-police matters.	n s	CS 05

V. Condition: Given meetings of community or neighborhood organizations.

Extent: Good rapport established with groups involved.

Performance:

	Frequency	Importance
The sergeant:		
May be assigned or requested to attend and discuss police problems and answer questions.	R 01	R 05

VI. Condition: Given lack of availability of superior for periods ranging from meal time to an entire tour.

Extent: Performs with minimal reference to superiors and minimal delay in police response.

Performance:

	Frequency	Importance
The sergeant:		
Assumes all responsibility of the assignment.	n s	n s

VII. Condition: Given assignment to traffic control duties.

Extent: Good traffic safety record in area; little congestion or other traffic problems; minimal civilian complaints.

Performance:

	Frequency	Importance
The sergeant:		
Supervises men who are concerned primarily with traffic control.	CS 02	CS 01

VIII. Condition: Given specialized police equipment from simple to highly technical.

Extent: May not be able to operate equipment, but understands its application and can determine when it is not operating correctly.

Performance:

	Frequency	Importance
The sergeant:		
Has a working knowledge of the equipment, after receiving special training.	n s	n s

Equipment used: (check all applicable)

_____ Breathalyser

_____ Radar

_____ Vascar

_____ Camera equipment

_____ Special weapons

_____ Other _____ (specify)

_____ None of these

IX. Condition: Given a group of police officers.

Extent: Clear communication. Men trained can perform adequately.

Performance:

	Frequency	Importance
The sergeant:		
Trains and supervises the men in their work. Training and/or supervision includes:		
P1: Proper searching of crime scene for physical evidence.	R 05	n s CS 02
P2: Interrogation technique/interviewing suspects or offenders.	CS 01 R 001	R 01 CSxR 05
P3: Developing of intelligence sources, i.e., "informers."	CS 05	CS 01
P4: The proper method of maintaining surveillance, i.e., "tailing."	n s	CS 02
P5: Making a thorough canvass of an area.	n s	n s
P6: Becoming familiar with the identity and MO of criminals.	n s	n s
P7: Becoming familiar with recent applicable court decisions.	n s	n s
P8: Supervising the results of work performed out of his sight by reviewing men's reports and conferring with them.	CS 01	CS 05

Instrument B

I A. Condition: Given prisoners who have to be booked.

Extent: 100% accurate according to court procedures.

Performance:

	Frequency	Importance
The lieutenant:		
P1: Reviews and verifies the arrest report to make sure all critical information is entered.	n s	n s
P2: Determines the proper charges to be filed by discussing the arrest with the officers.	CS 05	CS 02
P3: Determines that the specified procedures are followed particularly in critical cases such as juveniles.	CS 01	n s

I B. Condition: Given a shift of police officers during a normal tour of duty.

Extent: Supervision of recording with minimum clerical error (less than 10%)

Performance:

	Frequency	Importance
The lieutenant:		
Oversees the recording of all personnel activities.	n s	CSxR 05

I C. Condition: Given a group of police officers at the beginning of a tour.

Extent: Full communication of significant present conditions and anticipated problems.

Performance:

	Frequency	Importance
The lieutenant:		
Spot checks men and equipment for appearance.	CS 05	n s

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I D. Condition: Given a precinct house and police property.

Extent: Supervision recording, etc. to guarantee 100% accuracy.

Performance:

	Frequency	Importance
The lieutenant:		
P1: Supervises the vouchering, receipting and handling of recovered lost property.	n s	CSxR 05
P2: Supervises the preparation of vouchers for recovered autos, cancelling alarms when cars are recovered, and notification of owners when cars or other property are recovered.	n s	n s
P3: Supervises the handling of impounded narcotics.	CS 001	CS 01
P4: Directs the station house supervisor in delivering impounded guns to Ballistics after vouchering.	n s	n s

I E. Condition: Given an unusual occurrence in the jurisdiction, e.g., civil unrest, campus disorders, etc.

Extent: Correctly decides (1% to 2% room for error) on tasks of subordinates in crisis situations, committment of manpower and calling additional assistance.

Performance:

	Frequency	Importance
The lieutenant:		
P1: Notifies local commands as necessary and informs appropriate personnel.	CS 02 CSxR 05	n s
P2: Evaluates the situation and directs subordinates in course of action.	CS 05 R 05	n s
P3: May travel to the scene of the occurrence or set up command post elsewhere.	CS 01	n s
P4: Activates civil defense (emergency) plan.	CS 01 CSxR 01	CS 05

I F. Condition: Given field reports prepared by police officers.

Extent: Supervision of recording with minimum clerical error (less than 10%).

Performance:

	Frequency	Importance
The lieutenant:		
Spot checks offense forms, aided cards, accident forms.	n s	n s

I G. Condition: Given a group of police officers.

Extent: Police officers adequately perform duties with good supervisor/subordinate relations.

Performance:

	Frequency	Importance
The lieutenant:		
P1: Counsels, advises, and instructs police officers and sergeants in the performance of their duties.	n s	n s
P2: Evaluates group and individual performance of police officers and sergeants and issues reprimands when necessary or refers them to higher authority.	n s	n s

II A. Condition: Given a normal functioning precinct.

Extent: Police officers adequately perform duties with good supervisor/subordinate relations.

Performance:

	Frequency	Importance
The lieutenant:		
P1: Supervises and participates in the clerical and record maintenance work of a precinct or unit.	n s	n s
P2: Selects men for special daily assignments such as fixed posts, etc.	n s	n s
P3: Supervises the preparation of the daily roll call.	CS 05	n s

(continued on next page)

Performance:

	Frequency	Importance
The lieutenant:		
P4: Reviews communications such as letters, teletype, memos, records of phone calls.	n s	n s
P5: Assigns personnel to interrogate suspects.	CS 001	CS 01
P6: Prepares vacation schedules, days off allotments.	n s	n s

II B. Condition: Given a variety of community relations activities and problems.

Extent: Community and individual problems resolved at lowest possible level of police supervision.

Performance:

	Frequency	Importance
The lieutenant:		
P1: May attend community meetings and make presentations at direction of chief of police.	n s	n s
P2: Interviews persons who visit station house and wish to speak to someone in authority.	CS 02	n s

III A. Condition: Given reports of unusual occurrences, e.g., major criminal cases, serious incidents.

Extent: Correctly decides (1% to 2% room for error) on tasks of subordinates in crisis situations, committment of manpower and calling additional assistance.

Performance:

	Frequency	Importance
The lieutenant:		
P1: Verifies that the actions of his men were complete, accurate and in good judgment in handling unusual occurrences.	n s	n s
P2: Takes corrective action if something was neglected or done inaccurately.	n s	n s

III B. Condition: Given departmental statistical or other reports.

Extent: Judgments as to manpower assignments control/reduce crime in problem areas.

Performance:

	Frequency	Importance
The lieutenant:		
P1: Verifies reports for completeness and accuracy.	n s	R 05
P2: Reviews reports for the purpose of establishing "spot maps" to indicate areas of crime concentration.	R 05	R 05
P3: Assigns men to high crime areas as a result of reviewing reports and maps.	n s	n s

III C. Condition: Given the occurrence of a major crime in progress during tour of duty.

Extent: Correctly decides (1% to 2% room for error) on tasks of subordinates in crisis situations, committment of manpower and calling additional assistance.

Performance:

	Frequency	Importance
The lieutenant:		
P1: May proceed to the scene and determine the overall picture and what action has already been taken.	n s	CS 01
P2: Coordinates the work of the police officers involved in the preliminary investigation.	n s	n s
$P2:_1$ May direct the securing of statements from all witnesses and canvasses the area for additional witnesses. Personally conducts interrogations of key witnesses and prime suspects.	n s	n s
$P2:_2$ Directs the initial search for recovery of stolen property.	n s	n s

(continued on next page)

Performance:

	Frequency	Importance
The lieutenant:		
P2:3 Makes sure that necessary specialists in photography, fingerprinting, blood and material are notified.	n s	n s

Instrument C

I A. Condition: Given a jurisdiction of police officer personnel.

Extent: Command personnel will apply training with 100% accuracy and according to specified police policy.

Performance:

	Frequency	Importance
The captain:		
P1: Supervises the training of command personnel in the correct methods of police operations.	n s	n s
P2: Instructs them on all laws, statutes, rules and procedures, and official policies affecting their duties.	n s	n s

I B. Condition: Given a jurisdiction of police officer and civilian personnel.

Extent: The civilian and uniformed personnel function as a well disciplined unit with high morale.

Performance:

	Frequency	Importance
The captain:		
Develops and maintains the morale and discipline of civilian and uniformed personnel in his command through positive or negative response to their performance and conduct.	CS 001	CS 001

I C. Condition: Given a disciplinary case concerning uniformed police officers.

Extent: Recommendation must be consistent with police policy.

Performance:

	Frequency	Importance
The captain:		
Reviews the case and recommends if preventive or punitive action is necessary.	n s	CS 01

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I D. Condition: Given a case of outstanding performance by a police officer.

Extent: Recommendation must be consistent with police policy.

Performance:

	Frequency	Importance
The captain:		
Reviews the case and recommends the appropriate measure of recognition.	R 05	n s

I E. Condition: Given a meeting with command members on their work problems and those personal problems arising from, or affecting their performance of duties.

Extent: Recommendations must result in increased efficiency and be consistent with police policy.

Performance:

	Frequency	Importance
The captain:		
Identifies barriers to effective performance and makes recommendations to facilitate the efficient execution of work.	n s	n s

I F. Condition: Given a station house police force and patrol force.

Extent: Makes recommendations to improve the performance of his men.

Performance:

	Frequency	Importance
The captain:		
Observes men's performance as part of his irregularly scheduled general observations of police responses to conditions and situations in the jurisdiction.	CS 01	n s

I G. Condition: Given a police jurisdiction including sergeants and lieutenants.

Extent: Evaluations must result in improvement of personnel.

Performance:

	Frequency	Importance
The captain:		
Prepares formal evaluations on a periodic basis.	n s	n s

I H. Condition: Given civilian and uniformed clerical personnel.

Extent: Output of personnel must be consistent with departmental requirements.

Performance:

	Frequency	Importance
The captain:		
Maintains general supervision over their performance.	CS 01	CS 05

I I. Condition: Given a variety of enforcement activities, e.g., arrests, summonses.

Extent: Recommendations are based on predetermined departmental policies and no evidence of bias or discrimination is evident.

Performance:

	Frequency	Importance
The captain:		
P1: Reviews reports of his men to determine their awareness, accuracy, judgment and throughness in performing their work.	CSxR 05	n s
P2: Recommends transfers to specialized units in recognition of particular skill or outstanding work.	CS 05	n s

I J. Condition: Given new police policies, orders and procedures, situations and conditions requiring special attention, or incomplete or continuing assignments from the previous tour.

Extent: Performance of police officers must be 100% accurate concerning changes in general operating procedures.

Performance:

	Frequency	Importance
The captain:		
P1: Conducts roll call to inform police officers of new circumstances or policies.	CS 05 R 05	n s
P2: Prepares informational memos to squad commanders concerning new circumstances or policies.	CS 01	CS 01

II. Condition: Given police departmental facilities, vehicles, and equipment.

Extent: Police departmental facilities, vehicles, and equipment must complement the performance of police officers and in no way present unsafe conditions.

Performance:

	Frequency	Importance
The captain:		
P1: Inspects the condition, appearance, security, and serviceability of facilities, vehicles and equipment.	CS 05 CSxR 05	n s
P2: Recommends improvement by ordering repairs and replacements.	n s	n s

IIIA. Condition: Given police officers in a jurisdiction.

Extent: Control of crime and provision of public and community service.

Performance:

	Frequency	Importance
The captain:		
Plans the assignment and deployment of police personnel and equipment.	CS 01	*

* Analysis impossible because of missing data

IIIB. Condition: Given blotter entries, current records, telephone and teletype messages, and crime complaint and follow-up investigation forms at the start of his tour.

Extent: Reviews materials and applies knowledge with 100% accuracy.

Performance:

	Frequency	Importance
The captain:		
Reviews events which have transpired since his previous tour and ascertains current and continuing situations and conditions in the command.	CS 02 CSxR 01	n s

IIIC. Condition: Given crime statistic survey and arrest reports.

Extent: Results of review are 100% accurate when compared to actual data.

Performance:

	Frequency	Importance
The captain:		
Reviews materials to determine crime trends, changes in areas of high incidence of crime, and potential long-range problems.	n s	n s

IIID. Condition: Given incoming communications.

Extent: Identifies 100% of communications requiring prompt police attention.

Performance:

	Frequency	Importance
The captain:		
Examines communications to identify situations requiring prompt police attention.	n s	n s

IIIE. Condition: Given police officers in a jurisdiction.

Extent: Assignments must be made in keeping with criteria established by departmental policy.

Performance:

	Frequency	Importance
The captain:		
Assigns police officers to the various regular details on the basis of their activities and performance records, seniority, recommendations of their sergeants and lieutenants, and his own evaluation of their capacity to perform the specific functions of a given detail.	n s	CS 01

IIIF. Condition: Given the instance when large contingents from the command are assigned to special details.

Extent: No increase in the crime rate.

Performance:

	Frequency	Importance
The captain:		
Determines the most effective method of providing patrol coverage.	n s	n s

IVA. Condition: Given a serious or unusual occurrence, e.g. earthquake, riot, multiple alarm fires, serious crime occurrences.

Extent: Emergency or unusual occurrence will not develop into a crisis situation.

Performance:

	Frequency	Importance
The captain:		
Determines the necessity of requesting additional police manpower and vehicles from other command posts or jurisdictions to assist his force in handling the emergency and to augment patrol coverage in his jurisdiction.	n s	n s

IVB. Condition: Given a jurisdiction during a tour of duty.

Extent: Assistance or supervision given when required and according to established departmental guidelines.

Performance:

	Frequency	Importance
The captain:		
Patrols the jurisdiction periodically to observe conditions and to lend assistance or to give supervision in cases of serious or unusual occurrences.	n s	n s

IVC. Condition: Given a large parade or other public assembly.

Extent: Avoidance of potential problems.

Performance:

	Frequency	Importance
The captain:		
Commands large local detail of police officers assigned to the field.	CS 02	n s

IVD. Condition: Given a jurisdiction of police officers.

Extent: Accurate 100% of the time.

Performance:

	Frequency	Importance
The captain:		
P1: Directs investigations of police or crime activities in his command and the preparation and verification of reports.	n s	n s
P2: Directs the answering of all communications to his command.	n s	n s
P3: Directs investigation and issues reports on police activities and crime situations in the jurisdiction.	n s	n s

(continued on next page)

Performance:

	Frequency	Importance
The captain:		
P4: Investigates allegations made within the department of negligence, graft, corruption, and other improper conduct concerning members of his command.	n s	n s
P5: Investigates or delegates the investigation of civilian complaints regarding the performance of police officers in his command.	n s	CS 01
P6: Investigates vehicular and other accidents involving departmental vehicles and injuries to police officers occurring during his tour.	n s	n s
P7: Investigates police situations involving the firing of shots, the loss of equipment, shield or revolver by a command member, major crimes occurring in the command, and all unusual occurrences and situations.	n s	n s

VA. Condition: Given a variety of official and unofficial community groups.

Extent: Good rapport established with community groups.

Performance:

	Frequency	Importance
The captain:		
Meets with community groups to discuss community needs, to plan programs and to improve police-civilian relations.	R 05	CS 01 R 05

VB. Condition: Given a variety of city or community agencies and other law enforcement organizations.

Extent: Coordinates activities within the policies of the police department.

	Frequency	Importance
The captain:		
Coordinates police departmental activities with these groups in handling police situations and problems involving those agencies and organizations.	n s	n s

VI. Condition: Given the need for communication with subordinates.

Extent: Full awareness of status of command and understanding of subordinates.

Performance:

	Frequency	Importance
The captain:		
Initiates and conducts staff meetings to keep himself informed of status of command and to transmit information.	CS 001	CS 001

VII. Condition: Given the need for a yearly budget.

Extent: Effective operation of unit within budgetary limits.

Performance:

	Frequency	Importance
The captain:		
P1: Prepares personnel and equipment budget for coming year.	n s	CS 01
P2: Authorizes expenditure of budgeted resources.	n s	n s

VIII. Condition: Given correspondence from the public or from within the department.

Extent: Effective and timely resolution of questions raised.

Performance:

	Frequency	Importance
The captain:		
Responds directly in writing or by phone.	n s	n s

Table 1

Specified characteristics of communities selected for study.

Community	Population (000's)	Number of Full Time Police Officers	R/S/U	County
Elizabeth	100 or more	100 or more	U	Union
Trenton	100 or more	100 or more	U	Mercer
*Bloomfield	50 - 100	100 or more	U	Essex
Union City	50 - 100	100 or more	U	Hudson
Hackensack	10 - 50	50 - 99	U/S	Bergen
Hillside	10 - 50	50 - 99	U/S	Union
Lakewood	10 - 50	50 - 99	S	Ocean
*Boonton	less than 10	20 - 49	S	Morris
Edgewater	less than 10	20 - 49	U/S	Bergen
Belmar	less than 10	20 - 49	S	Monmouth

*Although police officials in these communities expressed willingness to participate in the study, unforeseen circumstances made it impossible for completed forms to be returned to ETS in time for inclusion in the analysis.

Table 2

Number of evaluators at each rank, within communities of specified size, evaluating sergeant's, lieutenant's, and captain's forms.

Sergeant's Form

Evaluator's rank

Community size in 000's	Patrolman	Sergeant	Lieutenant	Total
100 or more	9	9	9	27
50 - 100	5	5	4	14
10 - 50	10	11	6	27
Less than 10	9	6	2	17
Total	33	31	21	85

Lieutenant's Form

	Sergeant	Lieutenant	Captain	Total
100 or more	9	9	9	27
50 - 100	5	4	4	13
10 - 50	11	9	7	27
Less than 10	3	2	1	6
Total	28	24	21	73

Captain's Form

	Lieutenant	Captain	Deputy Chief or Chief	Total
100 or more	9	10	4	23
50 - 100	4	4	1	9
10 - 50	9	9	2	20
Less than 10	2	3	2	7
Total	24	26	9	59

Table 3

Grand mean ratings of Frequency and Importance for items having non-significant main effects and interaction.

a. Sergeant's Form

Item	Frequency	Importance	N	Item	Frequency	Importance	N
I A P1		2.2	85	II P6	2.7		84
I A P4	1.4	1.9	84	II P7	3.5	2.5	85
I A P6	1.4		85	III P1	4.1	3.3	85
I B P1	1.2		84	III P2	3.2	2.6	85
I B P2		1.5	84	III P4	2.9	2.6	85
I B P3	1.2	1.6	85	III P5	3.4	3.2	85
I B P4	1.4	1.4	84	IV	2.5		83
I C		1.8	83	VI	1.7	1.6	83
I D P2		2.1	85	VIII	2.7	2.1	82/83
I D P4	2.9		85	IX P1		2.1	85
II P1		1.5	85	IX P4	4.7		85
II P2	1.9		85	IX P5	3.6	2.6	85
II P3	2.4	1.4	84/85*	IX P6	3.1	2.5	84
II P4	3.8		85	IX P7	2.9	2.0	85

* Frequency/Importance

Table 3 (continued)

b. Lieutenant's Form

Item	Frequency	Importance	N	Item	Frequency	Importance	N
I A P1	1.3	1.4	73	II A P2	2.2	2.5	72
I A P3		1.7	73	II A P3		2.6	72
I B	1.5		70	II A P4	1.9	2.3	72
I C		2.1	73	II A P6	5.3	4.5	73
I D P1	1.9		72	II B P1	4.9	3.6	73
I D P2	2.2	2.3	71	II B P2		2.3	73
I D P4	4.7	3.8	71	III A P1	2.0	1.6	73
I E P1		1.8	71	III A P2	1.8	1.5	73
I E P2		2.1	71	III B P1	2.1		72
I E P3		3.1	71	III B P3	3.7	3.1	72
I F	1.2	1.7	72	III C P1	3.6		72
I G P1	1.8	1.9	72	III C P2	2.6	2.2	72
I G P2	2.4	1.9	72	III C $P2_1$	4.8	3.8	70/71
II A P1	2.1	2.4	72	III C $P2_2$	4.7	3.9	70/71
				III C $P2_3$	2.7	1.9	72

Table 3 (continued)

c. Captain's Form

Item	Frequency	Importance	N
I A P1	2.2	1.8	59
I A P2	2.9	2.0	59
I C	2.9		59
I D		1.8	58
I E	3.1	2.2	58
I F		2.1	58
I G	5.1	3.7	59
I I P1		2.1	59
I I P2		3.5	59
I J P1		3.7	59
II P1		2.9	59
II P2	3.2	2.7	59
III B		1.5	59
III C	2.9	2.4	59
III D	2.6	2.7	59
III E	3.8		58
III F	3.6	2.7	51
IV A	3.7	2.5	58
IV B	2.3	2.0	58
IV C		2.8	53
IV D P1	2.6	2.4	58
IV D P2	2.9	2.8	58
IV D P3	2.9	2.5	58
IV D P4	2.8	1.6	58
IV D P5	3.2		57
IV D P6	3.7	3.1	55/57
IV D P7	3.0	2.1	56/58
V B	4.1	3.0	58
VII P1	5.2		59
VII P2	5.7	4.6	59
VIII	2.2	2.1	59

Table 4

Mean ratings (by Community Size) of Frequency and Importance for items with significant Community Size (CS) main effect.

a. Sergeant's Form

Item	Frequency CS					Importance CS				
	1	2	3	4	Total	1	2	3	4	Total
I A P1	2.3	1.9	2.8	1.0	2.0					
I A P2	1.6	2.0	3.2	1.5	2.0	1.5	2.2	3.2	2.0	2.2
I A P3	1.8	1.4	4.0	2.4	2.4	2.1	1.7	3.4	2.3	2.4
I A P5	1.1	1.4	2.1	1.0	1.4	1.1	1.6	2.3	1.5	1.6
I B P2	2.0	1.0	1.0	1.0	1.3					
I D P1	2.2	1.4	1.0	1.0	1.4	1.5	1.6	1.4	1.0	1.4
I D P3	2.0	2.2	1.0	1.1	1.6	1.4	2.0	1.3	1.2	1.5
II P1	2.2	1.3	1.1	1.8	1.6					
II P2						1.4	2.1	1.4	1.6	1.6
II P4						3.3	1.8	1.9	2.1	2.3
II P5	5.1	3.5	1.8	3.7	3.5	3.6	2.0	1.5	1.7	2.2
III P3	3.7	4.0	2.1	2.6	3.1					
IV						2.2	2.8	2.9	2.2	2.5
VII	1.8	3.6	4.1	2.7	3.1	2.1	3.2	3.8	2.7	2.9
IX P2	3.1	3.9	3.4	2.5	3.2	2.0	2.9	2.7	1.8	2.4
IX P3	4.1	4.3	5.0	3.4	4.2	2.9	3.4	4.3	2.6	3.3
IX P4						3.7	3.7	4.6	3.1	3.8
IX P8	2.3	2.7	1.1	1.4	1.9	1.8	2.5	1.4	1.6	1.8

CS

1 - less than 10 thousand
2 - 10 to 50 thousand
3 - 50 to 100 thousand
4 - more than 100 thousand

Table 4 (continued)

b. Lieutenant's Form

Item	Frequency CS					Importance CS				
	1	2	3	4	Total	1	2	3	4	Total
I A P2	2.0	2.1	1.1	1.3	1.6	2.3	2.1	1.4	1.4	1.8
I A P3	2.3	2.5	1.2	1.3	1.8					
I C	1.3	2.6	1.5	1.5	1.7					
I D P3	3.6	4.8	3.9	2.4	3.7	2.6	3.7	3.2	2.1	2.9
I E P1	2.4	2.9	4.0	4.2	3.4					
I E P2	2.3	3.1	4.3	4.1	3.5					
I E P3	2.2	4.3	5.3	4.9	4.2					
I E P4	4.3	4.6	5.9	5.4	5.1	3.7	3.2	4.8	3.8	3.9
II A P3	2.8	3.3	1.0	3.0	2.5					
II A P5	3.8	5.4	3.5	3.1	3.9	3.1	4.4	3.3	2.9	3.4
II B P2	3.1	1.7	1.3	1.3	1.8					
III C P1						1.3	2.6	4.2	3.0	2.8

c. Captain's Form

Item	Frequency CS					Importance CS				
	1	2	3	4	Total	1	2	3	4	Total
I B	3.8	2.2	1.2	1.3	2.1	3.2	1.7	1.4	1.4	1.9
I C						3.0	2.2	1.3	1.3	1.9
I F	3.8	1.9	1.1	2.4	2.3					
I H	3.8	1.7	1.1	1.6	2.0	3.3	2.2	1.9	2.0	2.4
I I P2	4.8	5.3	5.2	3.9	4.8					
I J P1	5.2	4.8	2.8	4.9	4.4					
I J P2	4.2	2.0	3.8	1.9	3.0	3.4	1.8	3.3	1.8	2.5
II P1	3.8	2.3	3.7	4.0	3.4					
III A	4.4	2.1	1.0	1.9	2.3					
III B	1.9	1.6	1.0	1.1	1.4					
III E						4.0	2.8	3.5	2.0	3.1
IV C	5.5	3.2	4.2	4.8	4.4					
IV D P5						3.6	1.8	1.8	1.5	2.2
V A						1.9	3.3	4.3	2.3	3.0
VI	3.8	5.1	5.6	2.9	4.3	3.0	3.8	4.7	1.9	3.3
VII P1						4.1	3.4	4.7	2.4	3.6

Table 5

Mean ratings (by Rank of evaluator) of Frequency and Importance for items with significant Rank (R) main effect.

Item	Frequency R				Importance R			
	1	2	3	Total	1	2	3	Total
a. Sergeant's Form								
I A P2	2.9	1.5	1.8	2.0	2.8	1.9	1.9	2.2
I A P3	3.2	2.1	1.8	2.4				
I A P5	2.0	1.1	1.1	1.4				
I D P2	3.2	1.9	2.7	2.6				
I D P3	1.9	1.1	1.8	1.6				
II P5					1.7	2.3	2.6	2.2
II P6					1.7	2.1	1.6	1.8
III P3	3.1	2.4	3.9	3.1	2.5	2.2	3.2	2.6
V	4.5	5.6	4.6	4.9	3.3	4.3	3.8	3.8
IX P1	3.5	3.2	2.2	2.9				
IX P2	4.3	3.2	2.3	3.2	3.0	2.2	1.9	2.4
b. Lieutenant's Form								
I E P2	4.2	2.6	3.5	3.5				
III B P1					2.3	1.5	2.8	2.2
III B P2	5.0	3.5	5.1	4.5	4.2	3.0	4.3	3.8
c. Captain's Form								
I D	2.2	3.4	2.4	2.6				
I J P1	5.3	4.3	3.6	4.4				
V A	4.2	5.2	3.9	4.4	2.4	3.6	2.9	3.0

R

1 - Rank below
2 - Same rank as form
3 - Rank above

Table 6

Mean ratings (by Rank within Community Size) of Frequency and Importance for items with significant CSxR interaction.

a. Sergeant's Form

Item	CS	Frequency R			Importance R		
		1	2	3	1	2	3
I A P5	1	1.3	1.0	1.0	1.1	1.3	1.0
	2	1.8	1.0	1.3	1.5	1.7	1.5
	3	4.0	1.2	1.0	3.4	1.6	1.8
	4	1.0	1.0	1.0	1.4	1.4	1.6
I A P6	1				1.3	1.2	1.0
	2				1.2	1.9	1.3
	3				1.4	2.6	1.3
	4				2.0	1.2	1.4
I B P1	1				1.3	1.3	1.0
	2				1.3	1.9	1.6
	3				2.2	1.4	1.0
	4				1.3	1.2	1.6
I C	1	2.9	1.8	1.5			
	2	1.3	1.5	3.0			
	3	3.0	1.0	1.0			
	4	1.0	1.6	1.2			
I D P4	1				2.9	2.2	1.0
	2				2.4	2.0	1.3
	3				1.4	3.6	2.5
	4				1.6	1.4	1.7
IX P2	1				2.3	2.7	1.0
	2				3.0	3.0	2.8
	3				4.6	1.8	1.8
	4				2.1	1.3	2.0

Table 6 (continued)

b. Lieutenant's Form

Item	CS	Frequency R 1	2	3	Importance R 1	2	3
	1				3.3	1.5	1.0
	2				2.0	2.3	1.7
I B	3				1.6	1.5	1.8
	4				1.4	2.0	1.4
	1				2.7	1.5	1.0
	2				2.3	2.9	1.6
I D P1	3				2.2	1.3	2.8
	4				1.9	1.9	1.8
	1	5.3	1.0	1.0			
	2	3.1	2.7	3.0			
I E P1	3	2.8	4.5	4.8			
	4	4.6	3.7	4.4			
	1	6.0	6.0	1.0			
	2	4.4	4.0	5.6			
I E P4	3	5.8	6.0	6.0			
	4	5.8	5.4	5.1			

c. Captain's Form

Item	CS	Frequency R 1	2	3	Importance R 1	2	3
	1	1.0	3.3	2.0			
	2	2.1	3.1	2.0			
I I P1	3	1.5	1.0	6.0			
	4	2.8	1.7	1.3			
	1	6.0	4.3	1.0			
	2	2.8	2.6	1.5			
II P1	3	2.0	3.0	6.0			
	4	5.1	4.2	2.8			
	1	3.5	1.3	1.0			
	2	1.2	1.4	2.0			
III B	3	1.0	1.0	1.0			
	4	1.0	1.3	1.0			